

STRATEGIC PLAN

2024 to 2027



Registered Massage Therapists'
Association of Ontario





The Process

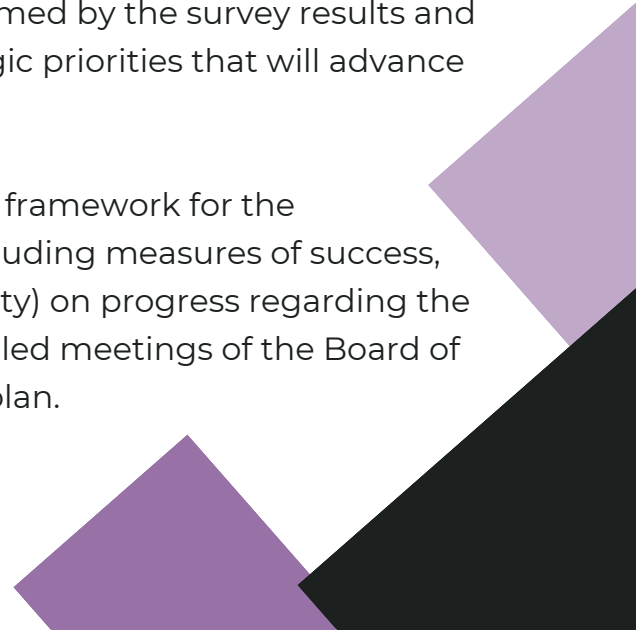
To initiate this strategic planning process (2024 – 2027), the Board of Directors of the Registered Massage Therapists' Association of Ontario (RMTAO) engaged in a comprehensive organizational analysis utilizing the *Non-profit Lifecycles* approach/model originally developed by Susan Kenny Stevens. The model highlights the importance of the key capacity areas, or 'table legs' of governance, management, administration, and resources, that must be functioning in balance to support an organization's programs and mission (the table top).

Diving deeper into each of these capacity areas, in March 2024, the Board completed a survey that provided extensive data and surfaced personal perspectives that the Board were then able to utilize as they engaged in a robust strategic planning session on April 7, 2024. To articulate strategic priorities outlined in this plan, the Board also analyzed the current ends policies (situational analysis/current state) and engaged in appreciative processes to identify key organizational strengths, opportunities, aspirations, and results that would, in turn, inform their strategic conversations.

The Board of Directors, collectively, is dedicated and committed to increasing the effectiveness and efficiency of the Association and ensuring the highest quality membership supports and services. There is a shared desire amongst them to increase the membership, but also to ensure that programs and services are relevant, meaningful and evidence-informed. That was reflected in the survey results as well as the board's active participation and engagement in strategic thinking and brainstorming exercises.

The first step in the facilitated strategic planning process was for the Board of Directors to articulate the vision, mission and values that will guide their decision making and actions over time. Subsequently, informed by the survey results and current state analysis, the board articulated strategic priorities that will advance the vision and mission.

These strategic priorities create an interconnected framework for the development of subsequent operational plans, including measures of success, key initiatives, and actions. Reporting (accountability) on progress regarding the priorities and actions will occur at regularly scheduled meetings of the Board of Directors throughout the lifetime of the strategic plan.



Guiding Principles

Making Ontarians healthier and stronger through massage therapy

VISION We are leaders in the promotion of massage therapy by advancing the profession through advocacy and supporting members through professional engagement and development, to deliver quality care in Ontario.

MISSION Strong, purposeful relationships within the healthcare system; striving for quality and excellence.

VALUES We believe in and support....

Integrity

Acting ethically and transparently at all times, exhibiting the mission and values of the Association.

Excellence

Exceeding expectations in programming and operations by utilizing evidence-informed practices and research.

Innovation

Exercising creativity balanced with a focus on quality, to address challenges and opportunities.

Responsiveness

Responding appropriately and empathically, effectively building trust among colleagues, staff, and with members, to nurture strong professional relationships.

Accessibility

Actively engaging and interacting with others by seeking input and listening to concerns, effectively building positive relationships that benefit the Association and the profession.

Strategic Priorities

Programs and services

Review and affirm programs and services to advance the Association's vision and mission.

Governance framework

Strengthen effective non-profit governance structures and processes.

Management and administration

Strengthen and expand management and administrative functions of the Association.

Business plan and resources

Create an innovative, risk-informed business planning framework.



Programs and Services

Review and affirm programs and services to advance the Association's vision and mission

A well-defined, massage therapy-focussed program model contributes to the success of the Association within the healthcare system.

Relevant and impactful programs, services, and support offered to a broad range of members and other healthcare agencies empower program participants with professional tools, connections, and confidence.

Desired Impact

RMTAO provides comprehensive, multi-dimensional programs and services for massage therapists that, in turn, benefit the clients and patients they serve and contribute to the greater good and health of the community.

Measures of Success

- RMTAO offers strong, evidence-informed, well-developed massage therapy educational programs with capacity to analyze external changes that may impact current programming.
- RMTAO has engaged new voices, insights, and approaches, ensuring healthcare-focused programs appeal to a diverse range of audiences and participants.
- RMTAO has increased its membership numbers and enhanced member engagement.

Programs and Services

Initiative one:

Program review

Implement a comprehensive program evaluation process to determine the relevance, impact, and sustainability of programs offered by RMTAO.

Actions:

- Design a comprehensive and robust program assessment framework that measures impact and in turn, informs decisions about priority program offerings (what to create, continue, or conclude).
- Modify and adjust the assessment framework to ensure relevance, impact, and sustainability of program components.

Initiative two:

Professional growth and development

Develop and offer new programs and resources that build capacity for massage therapists.

Actions:

- Align and expand events/programs to ensure mission relevance.
- Ensure that all programs are relevant, current and evidence-informed.
- Develop ongoing, responsive member engagement processes to inform program decision making.

Initiative three:

Advocacy

Raise the profile of massage therapy and the status of the profession through advocacy efforts.

Actions:

- Establish formal partnerships and relationships with partner agencies in healthcare.
- Schedule regular meetings with existing and new partners to emphasize the value of massage therapy.
- Create new and engaging programs, events, and processes that attract new participants and supporters.
- Highlight practice excellence through vibrant and engaging promotional campaigns.

Governance Framework

Strengthen effective non-profit governance structures and processes.

The Association's sustainability and stability are enhanced through strong governance structures and processes.

Strengthening this internal framework ensures that RMTAO will continue to be recognized and trusted by members, participating organizations, government, and the public, generally, as a leader in healthcare.

Desired Impact

The Board of Directors understands its governance, legal, and fiduciary responsibilities and operates in accordance with good governance ideals, and exercises its leadership role with competence, respect, and integrity to ensure transparency and accountability.

Measures of Success

- RMTAO governance bodies (members/board/committees) understand their respective governance roles, responsibilities, and accountabilities.
- Board members understand risk and make informed decisions in accordance with their governance roles and responsibilities.
- The Board operates within a policy governance framework, upholding the standards of good governance, making strategic decisions and exercising Board oversight and responsiveness in RMTAO's best interest.
- Board recruitment processes are established and formalized.

Governance Framework

Initiative one:

Strengthen governance policies and practices

Enhance the Association's functionality and stability through strong governance policies and practices that best align with non-profit governance frameworks.

Actions:

- Engage in ongoing board education sessions.
- Undertake a comprehensive review of governing documents (articles of incorporation, bylaws, and board policies).
- Develop relevant:
 - Board of directors and officer roles and responsibilities; and
 - Terms of reference for board committees
- Review and develop board policies and practices through a risk/succession lens.

Initiative two:

Board succession planning

Ensure smooth board transitions and robust succession planning processes are in place.

Actions:

- Create an appropriate and relevant board expertise matrix.
- Alter board structure and representation to focus on diversity and expertise.
- Develop and implement board recruitment processes.

Management/Administration

Strengthen and expand management and administrative functions of the Association

Strengthening and expanding the management (human resource) structure and administrative systems will improve the delivery of programs and services offered.

Streamlining administrative policies and procedures, as well as the creation and formalization of new administrative policies professionalizes administrative practices and ensure alignment with the organization's mission and values.

Desired Impact

Human resource functions and administrative, financial and communication systems have been updated and professionalized to support an array of expanding and complex programs.

Measures of Success

- Smooth human resource transitions occur with minimal disruption in the event of critical incidents and leadership changes:
 - Minimal impact to organizational functions or program delivery.
 - Continuation of strong leadership with Association administrative processes and with the Board of Directors.
- Effective, efficient, and responsive administrative policies and procedures support employed staff.
- Systems are continually reassessed for adequacy to keep pace with program and administrative requirements.
- Structures, roles and processes are focussed on RMTAO strategic priorities.

Management/Administration

Initiative one:

Review and update, as required, administrative and financial systems

Increase Association stability through robust systems to support programs and strategic initiatives.

Actions:

- Strengthen internal communication mechanisms.
- Review and re-design, as needed, web-based platforms for marketing and education.
- Employ forward-thinking business forecasting models to anticipate significant financial resources required to implement and sustain RMTAO strategic priorities.
- Ensure data collection mechanisms are utilized for timely decision making by the Board and staff.

Initiative two:

To mitigate key person risk, develop role-based succession plans for key staff

Analyze human resource capacity needed to ensure stability for current and future Association growth.

Actions:

- Ensure an effective, efficient, and responsive management structure is in place to support employed staff.
 - Foster strong relationships with employees.
- Ensure minimal impact on Association functioning in the event of disruption or personnel change.
 - Implement a comprehensive employee success/support program.

Business Plan and Resources

Create an innovative, risk informed business planning framework

Affirming a progressive, forward thinking business plan, through diversified funding and increased membership revenue, will provide stability for RMTAO and permit strengthened and expanded delivery of its programs and services.

Desired Impact

RMTAO financial and business plan is perceived with integrity by members, partnering agencies, and funding partners.

Measures of Success

- A financial backbone of diversified, stable income sources exists.
- Revenue sources are diversified; RMTAO has multiple sources of income and is not dependent on single source funding.
- Regular, timely, and useful financial information is transparently available to the Board, management, and external agencies.
- Risk mitigation strategies guide and inform strategic and operational planning processes.

Business Plan and Resources

Initiative one:

Manage and mitigate Association risk

Develop a comprehensive risk management framework that ensures Association stability.

Actions:

- Design an enterprise risk management framework suitable for RMTAO's mission and mandate.
- Implement appropriate risk mitigation strategies to address key Association risks.
- Develop a comprehensive and innovative funding diversification strategy suitable for RMTAO.
- Formalize partnerships and relationships with external agencies to advance the vision, mission, and programs of RMTAO.

Initiative two:

Ensure financial stability and sustainability

Develop financial predictions in a timely fashion to enable the Board to assess the proposed activities and develop a long-term financial strategy.

Actions:

- Prioritize expenditures in alignment with services in annual budget planning cycles.
- Create robust financial budgeting, projection, and reporting tools.

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